

Marketing and Regulatory Programs (MRP) Mission Area Strategic Plan



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Introduction

The Marketing and Regulatory Programs (MRP) mission area was created as part of the Federal Crop Insurance Reform and Department of Agriculture Reorganization Act of 1994. Marketing and Regulatory Programs works to ensure a productive and competitive global marketplace for U.S. agricultural products. Each agency's programs, reflecting a variety of agency-level legislative mandates, are planned in collaboration with stakeholders and customers and delivered in cooperation with the States, local governments, and the private sector. While each agency is unique in its mission and function, there are numerous opportunities within the mission area and across government to interact in delivering services to facilitate marketing and protect agriculture.

Within USDA, the MRP agencies are closely involved with other mission areas and agencies to address cross-cutting issues. AMS works closely with the Foreign Agricultural Service (FAS) in international marketing, with the Farm Service Agency (FSA) in the strategic marketing of agricultural products, with the Food and Consumer Service (FCS) and the Cooperative State Research, Education, and Extension Service (CSREES) in outreach and education, and with the National Agricultural Statistics Service (NASS) to communicate with and obtain feedback from their customers. APHIS also works closely with FAS to maintain or expand access to foreign markets, through the application of sanitary and phytosanitary principles, with the Food Safety and Inspection Service (FSIS) on food safety issues, with the Forest Service on forest pest management, and with the Agricultural Research Service (ARS) on issues related to science and technology. GIPSA works closely with APHIS, FAS, and ARS to certify the quality and quantity of cereals, oilseeds and related crops, and to respond to sanitary and phytosanitary issues.

AMS, APHIS, and GIPSA collectively have more than 11,000 staff years, primarily agricultural marketing and health specialists, in all 50 States and many foreign countries. The agencies' total funding for FY 1997 is slightly more than \$800 million, about 1 percent of USDA spending, and represents a very small investment relative to the value of U.S. agricultural products. AMS, APHIS, and GIPSA use alternative sources of funding, such as user fees and enhanced cost-sharing, whenever reasonable, and the three agencies make every effort to use this alternative funding in an equitable manner among program beneficiaries. When practical and cost-effective, support services are shared among the three agencies.

The MRP agencies serve a diverse customer base that is sometimes divergent in terms of functions, responsibilities, resources, and technological sophistication. The MRP mission area plan responds to this diversity by identifying common issues faced by the three MRP agencies and describing broad goals and management initiatives to address them, unifying to the extent possible MRP program delivery and administrative infrastructure.

This strategic plan is supplemented by individual agency strategic and annual plans that describe program direction and performance measures and targets. The plan states the MRP mission, and it describes MRP-wide and agency-specific programmatic goals and management initiatives and how they will be achieved. It sets MRP's strategic course for the next 5 years and provides a framework for AMS, APHIS, and GIPSA planning, budgeting, and management. Further, it provides a means for communicating the commitments and expectations to the agencies' customers and employees.

Key External Factors

The achievement of the goals set out in the mission area plan will be influenced by both external and internal forces. Discussed more fully in the agency plans, these include the prevailing economic, environmental, biological, political and technological conditions in the United States and in foreign countries. There will be a continuous

evaluation process to monitor the barriers to implementing the plan and make adjustments to accomplish short- and long-range goals.

Mission

The mission of **Marketing and Regulatory Programs** is to facilitate the domestic and international marketing of U.S. agricultural products and to ensure the health and care of animals and plants while improving market competitiveness and the economy for the overall benefit of both consumers and American agriculture.

Goals

MRP has established two strategic goals to achieve its mission. These goals directly support the USDA goal of expanding economic and trade opportunities and contribute to ensuring a safe, affordable, and accessible food supply and sensible management of natural resources. The goal statements are followed by short strategy overviews detailing the manner in which the agencies will jointly and individually work toward accomplishment of the goals. Whereas the mission area strategic goals relate to broad directions set by MRP leadership and the combined management teams of AMS, APHIS, and GIPSA, they will be implemented through more specific goals and objectives set forth by each agency. These are documented in more detail in the respective agency's strategic plan, budget, and performance planning materials. Implementation, monitoring, and evaluation details are also included in the agency plans.

Goal 1

MRP will enhance consumer access to safe, affordable, and quality products and producer access to fair and competitive markets by developing and implementing, at a national and international level, appropriate marketing standards and plant and animal health measures.

Strategy Overview: The MRP agencies will be active and influential participants in international and national standard-setting through international organizations, bilateral and multilateral negotiations, and Federal-State cooperation. AMS, APHIS, and GIPSA will encourage industry participation in standard-setting and strengthen intra- and inter-departmental linkages and information sharing to meet customer needs.

■ Objective 1.1

AMS will reform the *Milk Marketing Order Program* pursuant to mandates of the 1996 Farm Bill.

■ Objective 1.2

AMS will improve service to customers of the *Perishable Agricultural Commodities Act (PACA)* program through modernization of licensing procedures and more timely handling of formal reparation complaints.

■ Objective 1.3

AMS will increase knowledge and compliance with *pesticide record-keeping requirements* through the education of private, certified applicators of Federally restricted use pesticides.

■ Objective 1.4

AMS will implement *national organic production and labeling standards*, and implement an accreditation and certification program using those standards.

■ Objective 1.5

APHIS will increase the degree of *harmonization of international, science-based, plant and animal health standards* and ensure that imports and exports of plants and animals and their products comply with those standards.

■ Objective 1.6

APHIS will increase the level of compliance with *standards for the humane care and treatment of animals*, including, in response to customer needs, establishing new standards.

■ Objective 1.7

GIPSA will enhance the *uniformity of grain quantity and quality measurements* to promote a more standardized framework for trade in the U.S. grain marketing system.

■ Objective 1.8

GIPSA will monitor, investigate, and analyze the livestock, meat, and poultry industries to determine if firms are engaging in any practice with the intent or with the effect of *limiting or restricting competition*. **GIPSA** will initiate appropriate corrective action if evidence of anti-competitive practices are disclosed.

■ Objective 1.9

GIPSA will identify and correct *unfair, deceptive, or discriminatory trade practices* in the livestock, meat, and poultry industries.

■ Objective 1.10

GIPSA will provide *financial protection to livestock and poultry producers* by ensuring subject firms and individuals comply with the payment, custodial, trust, bonding, and financial provisions of the Packers and Stockyards Act.

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Goal 2

MRP will enhance consumer and producer benefits from increased trade by facilitating the global marketing of U.S. agricultural products.

Strategy Overview: AMS, APHIS, and GIPSA will take the lead in agricultural marketing and health issues that affect domestic and international marketing, recognizing these formerly separate marketplaces are becoming one. Working with States and with industry, regionalization (e.g., pest-free zones) and other sanitary and phytosanitary principles will be implemented in order to maintain the health of U.S. plant and animal production systems and expand access to international markets. Quality assurance, including international quality management systems, certification, and laboratory services supporting the marketing of agricultural products will be evaluated, improved, and expanded.

■ Objective 2.1

AMS will collect and disseminate *time-sensitive agricultural market information* for domestic and foreign markets and ensure the data reported is accurate and consistent with current and future market needs.

■ Objective 2.2

AMS will provide cost-effective *agricultural commodity quality grading/certification services* whereby market efficiency is enhanced and customer gains exceed the cost of the service.

■ Objective 2.3

AMS will provide timely and cost-effective oversight of industry initiated and financed *research and promotion programs*.

■ Objective 2.4

GIPSA will increase the efficiency of U.S. grain marketing by harnessing *technology to streamline grain inspection and weighing processes* and providing *objective measures of grain quality, quantity, and end-use value*.

■ Objective 2.5

GIPSA will protect the integrity of U.S. grain marketing by *regulating grain weighing and handling practices, and regulating the providers of official grain inspection and weighing services*.

■ Objective 2.6

To minimize economic loss, including loss of export markets, **APHIS** will increase its effectiveness in *managing (e.g., through pest exclusion, monitoring and detection, and control and eradication programs; and the development of environmentally sound, scientific methods) risks* posed to U.S. agriculture and ecosystems by *exotic and domestic pests and diseases*.

Management Initiatives

MRP has established three broad management initiatives that support the USDA goal of promoting effective customer service and efficient program delivery. These initiatives reflect strategies through which MRP agencies will strengthen program delivery and administrative infrastructure, including their human resource base, improving the agencies' capability to meet customer needs. The initiatives will be implemented and tracked through a variety of internal management plans, operational plans, and human resources practices, in addition to the strategic planning process.

■ Management Initiative 1

MRP will increase customer awareness of and involvement in its services.

Strategy Overview: AMS, APHIS, and GIPSA will provide opportunities for customers to make their needs and concerns known and to be involved in the design of

agency services. AMS, APHIS, and GIPSA will communicate the value and availability of MRP services by seeking opportunities and providing front-line employees with communication skills to do so, and by disseminating information through effective use of printed and electronic media. The agencies' outreach and communication processes will be streamlined to ensure timely responses to customers. Whenever practical, the three agencies will share outreach and communications resources and opportunities.

Strategies for Achieving the Management Initiative

- AMS, APHIS, and GIPSA will increase customer awareness of their programs and services.
- Consistent with their customer service strategies, AMS, APHIS, and GIPSA will increase the involvement of customers in all agency programs.

■ **Management Initiative 2**

MRP will provide to its customers the most efficient, entrepreneurial, and cost-effective services possible.

Strategy Overview: The MRP agencies will explore innovative ways to achieve their missions while reducing operating costs for customers. The three agencies will conduct value-added analyses of existing processes to streamline and improve programs, and will take steps to optimize the cross-utilization of the workforce. MRP will be an active participant in the reengineering of USDA administrative activities to improve service and reduce costs.

Strategies for Achieving the Management Initiative

- AMS, APHIS, and GIPSA will enhance the cost-effectiveness of agricultural marketing and health services by reengineering, streamlining, and improving program and administrative delivery systems.
- AMS, APHIS, and GIPSA will expand the use of information technology to reduce the costs of administrative systems and to provide for greater efficiency in the delivery of services to customers.
- AMS, APHIS, and GIPSA will consolidate and close field offices to reflect customer needs and reduce costs.
- AMS, APHIS, and GIPSA will actively pursue the use of alternative sources of funding (e.g., user fees and enhanced cost-sharing) whenever reasonable, and do so in an equitable manner among program beneficiaries.

■ **Management Initiative 3**

MRP will create and maintain a diverse and highly skilled team that delivers services to its customers with integrity and in a supportive work environment.

Strategy Overview: Consistent with the recommendations of the Secretary's Civil Rights Action Team, the MRP agencies will enhance the quality of their workforce by expanding recruitment and cultural diversity efforts, implementing programs of shared leadership and continual learning, and valuing and recognizing employee integrity.

The agencies will ensure that the competencies of MRP employees are matched with the needs of the programs and will provide employees with those competencies. The agencies will enhance the integrity of the workforce by establishing a standard of conduct for all employees and providing them with the competencies needed to meet the standard. All MRP agencies will value and recognize employee integrity.

Strategies for Achieving the Management Initiative

- AMS, APHIS, and GIPSA will diversify the workforce and maintain commitment to employ a high-quality workforce that is representative of the civilian labor force at all levels.
- AMS, APHIS, and GIPSA will enhance the quality of work life by creating a work environment that shows concern for employee safety, health, and morale.
- AMS, APHIS, and GIPSA will increase the range of opportunities and effectiveness of processes for continual learning for all employees in a work environment that supports continuous improvement in service delivery.

MRP

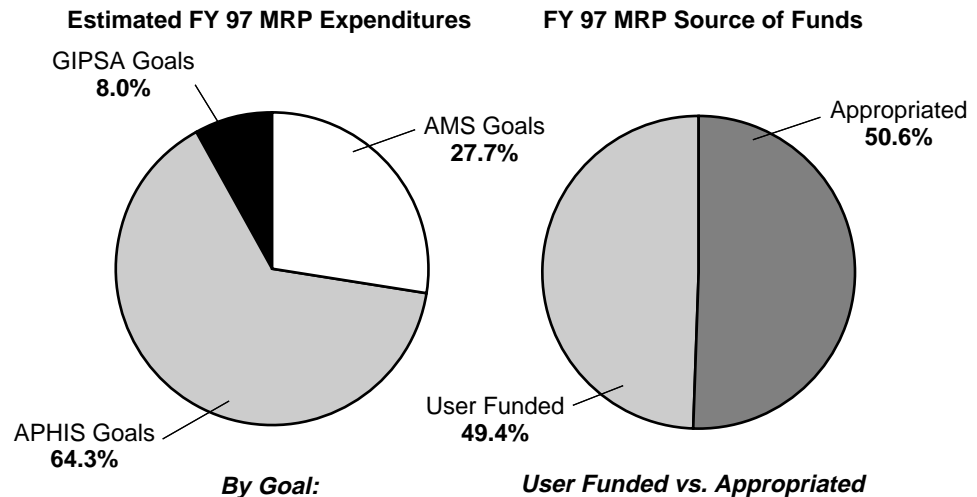
Linkage of Goals to Annual Performance Plan

The goals and objectives in this mission-area strategic plan include qualitative statements of the nature and direction of outcomes desired. They are supported by more specific performance goals — often clusters of performance goals — outlined in agency strategic and annual plans and other planning documents. The MRP goals for agricultural standards and global marketing are generally linked to individual agency goals, objectives, functions, and programs and their corresponding budget line items. These relationships are discussed in the agency strategic and annual performance plans, within which additional information on outcomes, measurement, and evaluations will be found. For the MRP management initiatives for customer outreach, cost-effective services, and workforce quality — initiatives that strengthen MRP's systems and capacity to deliver its programs — objectives will be reached through special mission area and agency efforts which are not linked to particular line items or to the annual performance plan.

Resources Needed

The first graph represents the 1997 estimated allocation of MRP resources by agency and the second shows the 1997 estimated source of funds. Allocation of agency resources by goal is shown in the respective agency plans.

1997 Estimated Allocation of MRP Resources and Estimated Source of Funds



Program Evaluation

No program evaluations were used directly in the development of the MRP plan. However, AMS, APHIS, and GIPSA have used a range of evaluation activities in the development of their plans. They will continue to use and schedule such evaluations consistent with the nature of the goals and objectives in their respective planning documents, i.e., they will utilize program metrics for indicators of outcomes and impacts, peer review, and customer surveys, depending upon their appropriateness to each goal and objective. The Assistant Secretary and each agency administrator will regularly review progress and performance in accomplishing mission area and agency goals and objectives.

The three agencies recognize that customer, supplier, and stakeholder feedback is essential in all planning and performance measurement. The agencies will continue communicating with these groups via hearings, meetings, exchanges, surveys, focus groups, external reviews, regulatory negotiations, and other forums. Beyond the broad scope of this strategic plan, the agencies will be reporting objective and performance goal achievement in annual performance plans. Over the coming years, this will result in the updating of goals and objectives, in the regular measurement of annual performance, and, most important, in the delivery of improved services to U.S. consumers and producers.

Role of External Entities

Most direct consultation with customers and stakeholders during development of the MRP and agency plans has occurred at the agency level. While outside consultants were used in some instances at the agency level for training and facilitation purposes, no non-federal entities were used to prepare the MRP plan.



Agricultural Marketing Service (AMS) Strategic Plan

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Introduction

The Agricultural Marketing Service (AMS), through the programs it administers, helps to improve the efficiency of agricultural commodity marketing. This results in increased returns to producers and lower cost to consumers. AMS' programs promote a strategic marketing perspective that adapts product and marketing decisions to consumer demands and changing domestic and international marketing practices and technologies. Approximately 75 percent of the funds needed to finance AMS activities are derived from voluntary user fees. AMS provides services for private industry, State, and Federal agencies on a reimbursable basis, primarily in connection with the commodity grading programs. Because of the tremendous number and diversity of programs within AMS, this strategic plan is an umbrella for lower level division and branch plans. As in most agencies of government, performance measures are evolving. The performance measures listed in this plan are under review and may be changed in future plan updates.

The mission of AMS is carried out through eight broad activities that encompass a wide range of programs. The eight activities are: market news; standards, grading, and shell egg surveillance; market protection and promotion; wholesale market development; transportation services; payments to States and possessions; the Perishable Agricultural Commodities Act program; and strengthening agricultural markets and producer income (Section 32).

The *Internal Environment* or *Corporate Culture* of AMS is uniquely entrepreneurial among governmental organizations. The breadth of services we offer enables industry and other clientele to strategically market products to their customers. And, for the vast majority of our programs, our ability to “stay in business” depends on the earnings we generate from our customers who are not under any obligation to buy our services. **Our services are requested only if our customers believe they add a proven value to their products in commercial markets.** The need to earn revenue to pay for the services provided to our customers fosters a climate among our employees that makes us:

- Customer service oriented
- Business-like
- Cost-conscious
- Demand driven and market-oriented
- Committed to service and performance to satisfy our customers
- Innovative in product and service delivery

Our clientele are equally cost-conscious. Most are “cash and carry” customers, who buy our services in grading, inspection, and certification, or who request our assistance in industry-generated self-help programs like promotion and marketing orders. Their satisfaction keeps us in business—dissatisfaction means terminating the service. A limited “captive clientele” benefits from programs that AMS administers to protect and promote a level playing field in trade. Licenses and fees undergird these programs. Finally, there are millions of individuals who benefit from the public goods we provide—for example, daily market reports and procuring food for Federal feeding programs.

AMS is inherently a decentralized organization. Headquarters in Washington, D.C., is the central nucleus of AMS, but small in proportion to the overall organization—16 percent of Agency employment. Most employees are scattered throughout the United States, working in plants or on other premises of our customers. Workforce demands can vary depending on seasons and crop sizes, but above all, the demand for AMS services depends on the ability of our employees to deliver these services—promptly, efficiently, and to our customers' satisfaction.

The *External Environment* or *Clientele* of AMS can be grouped into four broad categories. The first three are paying customers whose satisfaction determines whether or not we will continue to stay in business.

Cash & Carry Customers—Over four-fifths (83 percent) of our employees are involved in providing services to these paying customers. Those services include work in the development of commodity and food product quality standards for industry to use in marketing their products; grading, inspection, and quality assurance services, to verify the quality of products or the plant conditions for production; and contract specification development and certification that products meet contract terms. Who are these customers? Agricultural producers...food processors, wholesalers, retailers, and distributors...importers and exporters...procurement officials for institutions responsible for serving large numbers of meals, such as schools, restaurants, prisons, and even other government agencies. These customers pay for our integrity and consistency in applying the standards of quality to their products, and our reputation and credibility in upholding those standards.

Voluntarily Regulated Customers—Just under 10 percent of our services are utilized by voluntarily regulated customers. These customers actually initiate their own programs to improve their ability to market products, and our role is that of a consultant, working with them to make sure their activities are consistent with their legislative authorization. Marketing Orders and Agreements, and Research and Promotion Boards are the primary programs for these customers. Our services are paid for by these customers, but as with cash and carry customers, dissatisfaction means customers can terminate our services by voting out the program.

Public Good Recipients—Slightly more than 6 percent of our workload is focused on these customers. Throughout the marketing chain, a great many farmers and other businesses benefit from access to daily market reports provided by Market News reporters throughout the country. A substantial number of customers in this category benefit from AMS' actions in procuring food to meet the needs of Federal feeding programs.

Regulated Clients—Only 2 percent of our efforts are directed at regulated clients. Although these clients are a “captive” group, they do benefit from our enforcement role in truthful labeling, contract dispute settlement, protection against fraud and abuse, ensuring proper records are kept by private applicators who apply Federally restricted-use pesticides, and promotion of fair trade in the marketplace in the handling of shell eggs and the fresh and frozen produce trade.

Key External Factors.....

Completion of the goals and objectives in this plan is dependent on economic and weather conditions, adequate appropriated and user fee funding and related staff year authority, continued support by many State cooperators, and the lack of international political disruptions. In addition, AMS must respond to the changing business environment that is facing the various commodity industries we service. These changes include increasing global competition, mergers, acquisitions, vertical integration, and an increasing use of computer technology.

Mission

The mission of AMS is to facilitate the strategic marketing of agricultural products in domestic and international markets, while ensuring fair trading practices, and promoting a competitive and efficient marketplace, to the benefit of producers, traders, and consumers of U.S. food and fiber products.

Goals

The AMS major goals are to improve the strategic marketing of U.S. agricultural products and to help ensure that marketing is fair and competitive.

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Goal 1

Facilitate the strategic marketing of U.S. agricultural products in domestic and international markets.

Enhancing the efficiency of agricultural marketing will allow producers to maximize returns and result in better values to consumers. This goal is directly related to the Secretary's strategic goal 1.

■ Legislative Mandates

Agricultural Marketing Act of 1946, Cotton Statistics and Estimates Act of 1927, Tobacco Inspection Act of 1935, Commodity Promotion, Research, and Information Act of 1996, Organic Foods Production Act of 1990, and 13 free-standing commodity specific research and promotion statutes.

■ Objective 1.1

Collect and disseminate time-sensitive agricultural market information for domestic and foreign markets and ensure the data reported is accurate and consistent with current and future market needs.

Timely and accurate market information helps to ensure a more efficient market, reducing costs for producers, traders, and consumers.

Partnerships and Coordination

AMS has agreements with almost every State department of agriculture for the cooperative collection and dissemination of market information. This greatly expands market coverage and enhances the value of the data reported. Our time-sensitive data is also passed on to the Foreign Agricultural Service, the Economic Research Service, the National Agricultural Statistics Service, and the Farm Service Agency for use in completing their missions.

Time Frame for Completion

Ongoing

Strategies for Achieving the Objective

Identify changing market information needs, modify data collection activities, and change data reported.

Performance Measures

Using results of customer focus groups and customer surveys, assess the accuracy, timeliness, and appropriateness of, and customer satisfaction with the market data that is reported in FY 2002.

■ Objective 1.2

Provide cost-effective agricultural commodity quality grading/certification services whereby market efficiency is enhanced and customer gains exceed the cost of the service.

The use of fee based, cost-effective quality grading/certification services will improve the efficiency of trading resulting in maximized returns to producers and better quality/value products for consumers.

Partnerships and Coordination

AMS utilizes over 6,000 State employees for Shipping Point Fresh Fruit & Vegetable, Poultry, and Dairy Products grading services.

Time Frame for Completion

Ongoing

Strategies for Achieving the Objective

Identify changing quality factors that are important in marketing, change standards to reflect these needs, and implement revised grading/certification services.

Performance Measures

Grading/certification service costs per hundred-weight by year. (This is a weighted average of the multiple commodity grading/certification services, using constant [1992] dollar indexes on Prices Paid for Farm Services.) This target helps to maintain marketing efficiency by not raising grading costs to customers.

Baseline: \$.36/cwt.

Target: \$.36/cwt. (Pay and inflation cost increases offset by productivity gains.)

■ Objective 1.3

Provide timely, cost-efficient, and user fee paid oversight of industry initiated and financed research and promotion programs.

The AMS oversight of these industry self-help and industry financed programs will ensure compliance with authorizing legislation without financially overburdening or delaying research and promotion activities.

Partnerships and Coordination

All of the actual research and promotion work is carried out by non- Federal employees or contractors who are paid from industry assessments. AMS staff devoted to this program, who are also funded from industry assessments, perform oversight duties to ensure compliance with the authorizing legislation.

Time Frame for Completion

Ongoing

Strategies for Achieving the Objective

Work closely, and in a timely manner with commodity specific-research and promotion Boards to ensure the programs proposed are in compliance with authorizing legislation.

Performance Measures

Commodity Board budgets and marketing plans will be approved by AMS staff within an agency-set time frame.

Baseline: 91% of goal

Target: 91% of goal

■ Objective 1.4

Implement national organic production and labeling standards, and implement an accreditation and certification program using those standards.

Greater domestic and international confidence in U.S. agricultural products labeled “organic” will result in increased returns to producers and the lessening of international non-tariff trade barriers for these commodities.

Partnerships and Coordination

The accreditation and certification functions will be almost entirely performed by State and private employees using the Federal standards. These functions will be funded from fees charged for the service rendered.

Time Frame for Completion

Ongoing

Strategies for Achieving the Objective

The proposed national standards must be published in the Federal Register for notice and comment, revised in response to comments, and then published in final form. State and private certifying agents must be accredited, and the fee-based service must be initiated.

Performance Measures

Growth in sales of organic products.

Baseline: \$ 4.2 Billion

Target: \$10.3 Billion

Goal 2

Ensure fair and competitive agricultural marketing through marketing tools and regulations.

A more competitive agricultural market will ensure an adequate and fairly priced supply of food to U.S. consumers and foreign buyers. This goal is directly related to the Secretary's strategic goals 1 and 2.

■ Legislative Mandates

Agricultural Marketing Agreement Act of 1937, Perishable Agricultural Commodities Act of 1930, Food, Agriculture, Conservation and Trade Act of 1990.

■ Objective 2.1

Reform the Milk Marketing Order Program pursuant to mandates of the 1996 Farm Bill.

Consolidation of the existing 32 Federal orders into 10 to 14 orders will result in an improved system of regulation over the marketing of milk.

Partnerships and Coordination

AMS, utilizing cooperative agreements, will work with a consortium of Land-Grant colleges, several USDA agencies, and industry-funded Milk Market Administrators and staffs to implement the consolidation.

Time Frame for Completion

April, 1999

Strategies for Achieving the Objective

- Proposed rule published: December, 1997
- Final rule published: August, 1998
- Referenda in each proposed order: October, 1998
- Final Implementation: January, 1999

Performance Measures

- The Federal Milk Marketing Order reform will be completed by January, 1999
- The proposed new Orders will be approved by dairy farmers through Referenda.

■ Objective 2.2

Improve service to customers of the Perishable Agricultural Commodities Act (PACA) Program through modernization of licensing procedures and more timely handling of formal reparation complaints.

This objective will result in increased fairness and competitiveness among fruit and vegetable traders through streamlined licensing, electronic access to non-proprietary data on licensed firms, and faster handling of formal complaints. This program is totally funded from license fees.

Partnerships and Coordination

PACA staff works directly with the fruit & vegetable industry to deliver services. Growers, shippers, brokers, distributors, and food purchasing and selling agents frequently use PACA licensing data to determine the trade-worthiness of firms and use PACA complaint resolution and reparation procedures to resolve contract disputes.

Time Frame for Completion

FY 2000—Improved timeliness for handling formal reparation complaints.

FY 2002—Complete automation of licensing system.

Strategies for Achieving the Objective

- Hire staff to speed formal reparation complaint decisions.
- Identify current systems that provide similar functions, benchmark their business processes, and identify, acquire, and implement appropriate information technology within the parameters of USDA information architecture.

Performance Measures

- Reduce the time-frame for making formal reparation complaint decisions.

Baseline: 18 months

Target: 6 months

- Implement an Internet interactive system to reduce the number of days to process an initial license application.

Baseline: 21 days

Target: 3 days

■ Objective 2.3

Increase knowledge of and compliance with pesticide recordkeeping requirements through the education of private, certified applicators of Federally restricted use pesticides.

Increased availability of restricted use pesticide application data will facilitate statistical analysis for environmental and agronomic purposes, assist health care personnel in the treatment of individuals who may have been exposed to pesticides, and benefit agricultural producers by providing historical pest management data.

Partnerships and Coordination

AMS is working with State Departments of Agriculture and other USDA agencies to assist in the education of certified applicators and to complete reviews of applicator compliance with pesticide recordkeeping requirements.

Time Frame for Completion

Ongoing

Strategies for Achieving the Objective

- Identify, develop, and provide educational materials to assist private applicators in meeting the regulatory requirements of the program.
- Using State and Federal employees, conduct inspections, on a sample basis, of records maintained by private certified applicators.

Performance Measures

- Complete agreements with States and Federal agencies to provide educational outreach to certified applicators.

Baseline: 36 States

Target: 50 States and 3 U.S. Territories

- Complete planned record inspections.

Baseline: 98% of planned inspections

Target: 98% of planned inspections

Management Initiatives

■ Management Initiative 1

Create and maintain a vital workforce with the appropriate skills and characteristics to serve our diverse base of customers by:

- Continuing to invest in training and development to ensure that the AMS workforce possesses the skills and knowledge necessary to meet agency challenges both today and into the future.
- Recruiting and nurturing a motivated workforce that reflects the many faces of America, recognizing and celebrating diversity, and creating opportunities, incentives, and rewards for achievement.
- Enhancing the quality of work life of AMS employees to ensure that the workplace serves as an encouraging, challenging, safe, and motivating place in which to heighten productivity.
- Providing employees with the most appropriate technology available to enable them to be highly productive in a rapidly changing world.

The agency serves a diverse range of customers, and we can best understand the needs of all of our customers if we have a fully diversified and trained workforce. We strongly support equal opportunity. This goal addresses AMS and USDA civil rights policies.

Time Frame for Completion

Ongoing

Strategies for Achieving the Management Initiative

- Identify and implement activities, where feasible, that will assure diversity in recruiting, training, retention, and representation within the workforce.
- Investigate issues and implement, where feasible, initiatives to assure or improve the work climate.

Performance Measures

Increase representation of women, minorities, and persons with disabilities by FY 2000. Provide all employees access to Work and Family Life services in FY 1999.

■ Management Initiative 2

Encourage and reward prudent financial stewardship, accountability, and improved business operations by:

- Providing managers with the most current and accurate financial information to assist in making sound business decisions.
- Ensuring that strategic planning, performance measurements, and evaluations are integral parts of business planning.
- Supporting and encouraging the incorporation of business process re-engineering and continuous improvement techniques in all business plans.
- Inculcating an organizational culture that fosters leadership in modernization — by encouraging and rewarding organizational risk taking, celebrating successes, and learning from failures.

These initiatives will allow AMS to continue its efforts to improve program efficiency.

Time Frame for Completion

Ongoing

Strategies for Achieving the Management Initiative

Review options for applying activity-based costing principles.

Continue the application of business process re-engineering principles to program operations.

Performance Measures

Convert AMS accounting records to the new USDA Foundation Financial Information System (FFIS) by the end of FY 2002.

■ Management Initiative 3

Rapidly adopt and deploy appropriate, cost-effective technology by:

- Ensuring that modern technologies - including information technology - are integral parts of the AMS management strategy, serving to increase the efficiency and cost-effectiveness of service delivery.
- Maintaining a research and development capability to heighten awareness of changes and improvements that continually arise on the technology horizon, for consideration, evaluation, and possible adoption.
- Providing all employees with active roles in technology discovery and use, and ensuring that a minimal level of technical competency exists for all AMS employees, particularly in the use of information technology.

The use of modern technology will result in continuing program productivity gains.

Time Frame for Completion

Ongoing

Strategies for Achieving the Management Initiative

Monitor the changes in technology uses and requirements of the agricultural marketing industry, and project these emerging trends into agency service technology.

Performance Measures

- Implement an Internet interactive PACA licensing system to reduce the number of days to process an initial license application (see Objective II.2)

Baseline: 21 days for application approval

Target: 3 days for application approval

- Ensure that AMS technologies, including all information systems, are certifiably Year 2000 compliant before the end of FY 1999.

Targets:

- Early versions of Oracle for the Market News Information System will be updated, converted, and tested successfully for Year 2000 compliance by October 1, 1998.
- The Poultry Volume system will be updated, converted, and tested successfully for Year 2000 compliance by October 1, 1998.
- All cotton classing, administrative, and program systems will be updated, converted, and tested successfully for Year 2000 compliance by October 1, 1999.
- Improve and stabilize AMS information technology infrastructure before the end of FY 1999.
Targets:
 - The migration from the Banyan Network Operating System to the NT Network Operating System will be completed by the end of FY 1999.
 - All critical telecommunications and network infrastructure, including full Internet capability, will be implemented by the end of FY 1998.
- Fully implement a comprehensive information technology security program that meets the requirements of the Computer Security Act and other government-wide standards.
Targets:
 - Complete accreditation and certification of the AMS information system at the C2 security level by October 1, 1997.
 - Complete agency-wide information security training for all employees with access to sensitive systems by October 1, 1998.

Linkage of Goals to Annual Performance Plan

The goals and objectives in this strategic plan include qualitative statements of the nature and direction of outcomes desired. They are supported by more specific long-term performance measures. These measures are generally linked to individual programs and their corresponding budget line items. In some instances, the performance measures listed in this plan will also be included in the annual performance plan. In other instances, where more intermediate measures are available, they will be used. Finally, for budget activities not specifically mentioned in this strategic plan, we will include performance goals for those activities in the annual performance plan. For the management initiatives in this plan — initiatives that strengthen AMS' systems and capacity to deliver its programs — objectives will be reached through special initiatives

which are not linked to individual budget activities or to the annual performance plan.

Goal 1 is linked to the following budget activities: Market News, Standardization, Market Development & Assistance, Organic Standards, Pesticide Data Program, Pesticide Record-keeping, Wholesale Market Development, Transportation Services, Payments to States, Commodity Purchase Service, and the user fee financed Grading Programs. Goal 2 is linked to Shell Egg Surveillance, Federal Seed Act, Pesticide Record-keeping, Marketing Agreements and Orders, and the Perishable Agricultural Commodities Act (PACA) program.

Resources Needed

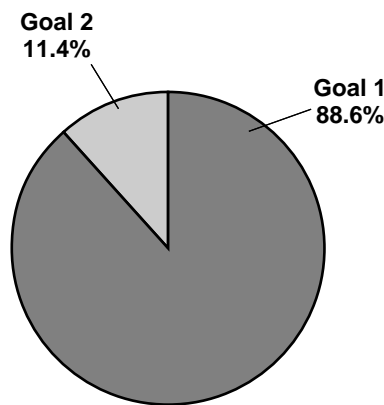
The goals and objectives of the AMS strategic plan can be accommodated within the President's discretionary budget request. Since AMS programs operate primarily on a user-fee basis, any additional costs will be primarily funded from these fee programs. These costs will be incurred only when they are commensurate with anticipated value/payback. If these increased costs require increases in our fees, those fees will be published and subject to public comment. With respect to the management initiatives, results will be less directly linked with programmatic outcomes. However, a diverse workforce, motivated by a quality work environment, operating with accurate and timely business information, and utilizing appropriate technology, will result in increased efficiency and long-term benefits to the Agency and its customers and stakeholders.

The graphs represent the allocation of agency resources by general goal, and by source of funds—appropriations or user fees.

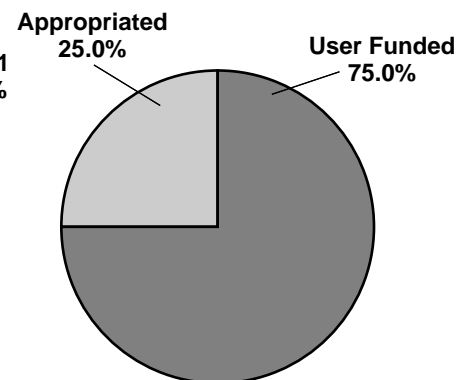
Allocation of Agency Resources by General Goal and Source of Funds

Estimated FY 97 Agency Expenditures

FY 97 Agency Source of Funds



By Goal



User Funded vs. Appropriated

Program Evaluation

Formal evaluations were not used as a basis for developing the AMS Strategic Plan. In the future, we will use any completed OIG audits as one tool in evaluating our success in achieving our goals. There are no formal agency evaluations planned. However, the programs of AMS are under constant scrutiny and evaluation and must meet a market test every day. Since over 83 percent of our staff effort and 75 percent of our funding is derived from voluntary user-financed services, the main indicator of our success is the continued use of our services by industry. If our services are no longer succeeding in making the marketing of agricultural products more efficient and resulting in enhanced returns to producers, traders, wholesalers, retailers, and consumers, the demand for our services will decline to the point where they can no longer pay for themselves. An example of the results of our continuing self-evaluation is the our closure of 197 (48%) of our field offices since 1981. These were agency initiated closures resulting from our continuing evaluation of changes in industry marketing practices, the needs of our customers, and our efforts to provide cost effective services.

In addition to evaluating our programs through monitoring the demand for our services, each of our objectives has one or more relevant indicators that will be used to measure the accomplishments toward reaching our goals. We recognize that customer, supplier, and stakeholder feedback is also essential in all planning and performance measurement. We plan to continue communications with these groups via meetings, exchanges, surveys, focus groups, and other forums. Beyond the broad scope of this strategic plan, we will be reporting and implementing objective goal achievement in annual performance plans.

Role of External Entities

Prior to proceeding with the development of strategic plans, AMS and its individual sub-organizational entities, including all managers from the Administrator through the Branch Chief level, were trained by employees of the "Federal Quality Institute." This training was spread over several sessions and stressed a "bottom up" approach to ensure employee involvement and "buy-in." In addition, the "Hoshin" planning method was emphasized and it was recommended that AMS use five to seven goals to generally cover its complex organizational and funding structure. Several of the agency sub-organizational units also utilized outside contractors for training purposes in the development of their individual plans. The final summarization of sub-unit plans into the AMS plan was accomplished using employee representatives from each sub-organization who worked on the Agency strategic planning team. This team, now called the "Strategic Planning Action Team," continues to be active in the performance accomplishment reporting activity.

Animal and Plant Health Inspection Service (APHIS) Strategic Plan



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Introduction

APHIS' Protection Role

USDA established the Animal and Plant Health Inspection Service (APHIS) in 1972, to administer the Department's pest and disease control and regulatory programs. Over the past 25 years, APHIS has played a key operational role in USDA's efforts to protect America's animal and plant resources from agricultural pests and diseases.

In recent years, this function has expanded to include an enlarged definition of "protection." APHIS' core protection function traditionally revolved around regulating the imports of agricultural products into the U.S., to reduce the risk of exotic pests and diseases—biological protection. The continued profitability and viability of U.S. agriculture now depend not only on biological protection of U.S. agricultural production, but also on the ability of U.S. producers to be competitive in a world market. Aggressively promoting U.S. exports will continue to be a dominant USDA focus for stimulating domestic farm employment and income. Because of its technical expertise in assessing and regulating the risks associated with agricultural imports into the U.S., a significant new commercial protection role has fallen to APHIS: to respond to other countries' animal and plant health import requirements and to negotiate science-based standards that ensure America's agricultural exports are protected from unjustified trade restrictions. APHIS' protection role has also expanded over the years to include important functions related to the welfare of animals and to interactions with America's wildlife, as new needs have been expressed by the American people and Congress.

Legislative Authorities

The principal legislative authorities for these activities include the Organic Act of 1944, the Plant Quarantine Act of 1912, the Mexican Border Act of 1942, Sections 12-14 of the Federal Meat Inspection Act, the Bureau of Animal Industry Act of 1884, Tariff Act of June 17, 1930, the Animal Damage Control Act of 1931, Animal Welfare Act of 1966, the Horse Protection Act of 1970, and Virus Serum Toxin Act of 1913. The following also provide APHIS with its legislative authority: Act of August 30, 1890, Act of March 3, 1905, the Tariff Act of 1930, Act of September 21, 1944, Act of February 28, 1947, Act of July 2, 1962, Swine Health Protection Act, Act of January 13, 1983, P. L. 97-46 of September 25, 1981 and P.L. 99-198 of December 23, 1985.

The Food, Agriculture, Conservation and Trade Act (Farm Bill) of 1990, and Section 1203 of the 1991 Budget Reconciliation Act and the 1996 Farm Bill authorize the collection of user fees for agriculture quarantine inspection, import-export inspection, and veterinary diagnostics.

Partnerships and Coordination

The increasing complexity of its expanded protection responsibilities has required APHIS to collaborate with many other organizations. APHIS employees work closely with a number of other USDA agencies, including the Foreign Agricultural Service (export protection and enhancement), the Food Safety and Inspection Service (safe meat and poultry products), the Agricultural Research Service (science and technology), and the Forest Service (forest pest management). APHIS is administered within the Marketing and Regulatory Programs (MRP) mission area, along with the Agricultural Marketing Service (AMS) and the Grain Inspection, Packers and Stockyards Administration (GIPSA). MRP agencies work together as active and influential participants in international and national standard-setting and global marketing initiatives.

In addition to its collaboration within USDA, APHIS partners with a wide variety of Federal, State, and international organizations, educational institutions, and non-

governmental organizations that represent agricultural, environmental, and other interests. A few of the key Federal agencies include the U.S. Customs Service, the Immigration and Naturalization Service (inspections at ports of entry), the Food and Drug Administration (food safety and biotechnology), the Office of the U.S. Trade Representative, and the Environmental Protection Agency. APHIS works closely with State animal and plant regulatory officials in all States and territories. In the international arena, APHIS employees interact with the animal and plant health officials of many foreign trading partners, and with international organizations like the International Office of Epizootics (OIE) and the International Plant Protection Convention (IPPC). APHIS also works closely with many private industry associations whose members receive our protection services or are impacted by regulations APHIS enforces to protect U.S. agriculture.

Key External Factors.....

APHIS has taken into account a wide range of external factors in developing its overall strategy for accomplishing its mission. These factors are both challenges and opportunities for the ways in which APHIS programs will be conceived and carried out over the next five years.

1. **The growing importance of global trade to U.S. agriculture and the development of new “rules” of trade through the World Trade Organization (WTO), the North American Free Trade Agreement (NAFTA), and other agreements.** The U.S. has new international trade obligations under the General Agreement on Tariffs and Trade and the World Trade Organization Agreement on Sanitary and Phytosanitary Measures, or the SPS Agreement. Implementing and complying with the new obligations (e.g., scientific risk assessments, equivalency, transparency, regionalization) has created new responsibilities and demand for services that threaten to outstrip APHIS’ current resources. Furthermore, the elimination of tariffs and quotas under the WTO may increase the use of health requirements as disguised barriers to trade. Resolving these sanitary and phytosanitary (SPS) issues is critical for protecting U.S. agriculture and maintaining U.S. export markets.
2. **The complex biological nature of animal and plant pests and diseases requires solutions based on accepted science.** Short-term commercial pressures threaten to supersede long-term biological solutions. For example, pests and diseases like karnal bunt, hog cholera, brucellosis and Mediterranean fruit fly represent risks that can be addressed only by understanding the underlying biology. APHIS will be increasingly challenged to utilize new scientific discoveries to meet these commercial pressures and still protect the biological health of American agriculture.
3. **Emerging animal health issues and their real or perceived impacts on public health and U.S. economic interests will have a major impact on APHIS strategies.** Recently, for example, bovine spongiform encephalopathy’s perceived link to human health has generated media attention. This may make it more difficult to monitor cattle as well as to encourage participation in the voluntary Scrapie Flock Certification program. Industry and State concerns with emergency preparedness and response are leading to a reconfiguration of resources and communication strategies.

4. **Improved transportation technologies increase the potential for movement of animal and plant pests and diseases.** Dramatic increases in international travel, trade, and containerization of cargo make total reliance on traditional inspection procedures impractical. APHIS will be increasingly challenged to update prevention strategies, monitoring systems, and response actions that ensure effective management of those risks.
5. **Resources that don't keep pace with increasing customer and stakeholder demands are challenging traditional Agency beliefs and policies.** Decision-making based on "zero tolerance" for pests and diseases must give way to risk-based decision-making. Resources are starting to be assigned based on the relative risk to American agriculture, and APHIS will be increasingly challenged to devote more resources on developing its risk assessment capabilities.
6. **Demands for APHIS services continue to rise.** The scientific and technical expertise that APHIS employees possess will continue to be in great demand. For example, solving wildlife conflicts, once confined to the farm, has expanded to airports, towns, industry and private property. As Americans move closer to wildlife habitats, these conflicts will continue to rise. Also, the Agency's collective expertise in animal and plant health issues will continue to be in high demand.
7. **Partnerships, and other forms of collaboration and cooperation, will become more important, because Americans want a smaller government that still meets their needs.** The role of government continues to change, driven in large part by budgetary constraints. To accomplish its mission, APHIS, like many Federal government agencies, has begun to partner more with other Federal agencies, with States, and with industry.
8. **The American public is pragmatic, yet increasingly looking for solutions that also protect the environment.** Studies show that Americans are increasingly concerned about the environment, yet they also show that most Americans are pragmatists: they want solutions that solve problems, but prefer solutions that both solve problems and preserve the environment. APHIS will continue to update strategies and methods to ensure that solutions are practical and environmentally sound.
9. **The American public expects quick and detailed information.** The advent of the Internet and the quick evolution of communication technology have increased the public's expectation for information. The public is increasingly demanding quick access to information about APHIS' services, technical assistance, and regulations.

Mission

APHIS leads the way in anticipating and responding to issues involving animal and plant health, conflicts with wildlife, environmental stewardship, and animal well-being. Together with our customers and stakeholders, we promote the health of animal and plant resources to facilitate their movement in the global marketplace and to ensure abundant agricultural products and services for U.S. customers.

Goals

APHIS has five goals which it plans to achieve by the year 2002. These goals support the USDA goal of expanding economic and trade opportunities and contribute to ensuring a safe, affordable, and accessible food supply and sensible management of natural resources.

..... Goal 1

Safeguard U.S. plant and animal resources against introductions of foreign pests and diseases, while meeting international trade obligations.

■ Objective 1.1

Agricultural Quarantine and Inspection (AQI)—To keep the risk of introduction of exotic agricultural pests and diseases into the U.S. at acceptable levels to protect American agricultural resources, maintain marketability of agricultural products, and facilitate the movement of people and commodities across the borders.

■ Objective 1.2

Cattle Ticks—To prevent the establishment of cattle fever ticks, and their associated diseases, in the U.S.

■ Objective 1.3

Foot-and-Mouth Disease—To exclude Foot-and-Mouth Disease and other foreign animal diseases from the U.S., thereby protecting the biological and commercial health of the \$45 billion livestock industry.

■ Objective 1.4

Fruit-Fly Exclusion and Detection—To control and eradicate fruit flies, primarily the Mediterranean Fruit Fly and Mexican Fruit Fly, in foreign countries where they may pose a serious threat to U.S. agriculture and to conduct detection and prevention activities in the U.S.

■ Objective 1.5

Sanitary and Phytosanitary Standards, Import/Export—To further the export of U.S. animals and animal products, ensure that imported animals and animal products present minimal risk of introducing damaging exotic animal diseases into the U.S. livestock and poultry population, and promote timely and efficient health certification processes for U.S. imports and exports. International Programs—To minimize the threat of foreign agricultural pests and diseases to the United States, and ensure that trade complies with international science-based plant and animal health standards.

■ Objective 1.6

Screwworm—To prevent economic loss to the U.S. livestock industry from screwworms.

■ Objective 1.7

Tropical Bont Tick—To prevent the introduction to the U.S. of tropical bont tick by eradicating it from the Caribbean.

Strategies for Achieving the Objectives

- Work in foreign countries to identify, control, or eradicate specific threats to U.S. agriculture.
- Assess the relative risk of various plant pest pathways; monitor high-risk pathways for specified pests.
- Implement risk-based decision-making and new technologies to support inspection and pest and disease interception activities at ports of entry and along our land borders.
- Work with partners of the Federal Inspection Service to improve the service to international travelers and those crossing the borders without compromising the health of U.S. plant and animal resources.
- Implement new interdiction and enforcement efforts to reduce the amount of illegal smuggling of prohibited agricultural products entering the country.
- Resolve SPS trade issues with foreign countries' animal and plant health regulatory officials and agencies.
- Develop, promote, and use international standards based on sound scientific principles of animal and plant health; ensure that import regulations and regulatory actions meet these standards.

Performance Measures

- Number of pest and disease outbreaks
- Threat of agricultural pests and diseases approaching U.S. borders
- Specific pest threats to U.S. agriculture eradicated or controlled in foreign countries
- Number and economic impact of SPS issues resolved
- Value of agricultural products exported from the U.S.
- Customer satisfaction (e.g., satisfaction of stakeholders concerned about safeguarding plant and animal resources; satisfaction of international travelers with services provided)

APHIS has incomplete baseline data for these measures. When baselines are established in 12 to 18 months, targets will be set.

.....

Goal 2

Quickly detect and respond to introductions of foreign agricultural pests and diseases or other emerging agricultural health threats, to minimize production losses and export market disruptions.

■ Objective 2.1

Animal Health Monitoring and Surveillance—To identify, maintain and enhance the health status of U.S. livestock and poultry, to protect American food sources, and to strengthen their domestic and international marketability.

■ Objective 2.2

Pest Detection—To provide substantiated information on the presence, absence and/or prevalence of plant pests and diseases of phytosanitary concern to the U.S.

■ Objective 2.3

Animal and Plant Health Regulatory Enforcement—To encourage and support compliance of APHIS programs, laws, and regulations by providing effective investigations and technical enforcement services.

Strategies for Achieving the Objectives

- Detect the presence of plant pests and track their movement.
- Monitor the status of U.S. animal populations to identify trends and risk levels and identify emerging animal health issues.
- Partner with industry, and States to ensure a high level of preparedness and response capability, in the case of plant or animal health emergencies.
- Encourage compliance with APHIS regulations while improving enforcement of regulations.

Performance Measures

- Percentage of U.S. active trading partners accepting U.S. regionalization plans and procedures for selected diseases
- Percentage of U.S. active trading partners accepting information about plant and animal pests and diseases
- Domestic animal disease incidences resulting from wildlife contact
- Percentage of producers reporting that they used information produced by the National Animal Health Monitoring System
- Rates of compliance with APHIS regulations
- Customer satisfaction (e.g., satisfaction of domestic stakeholders with emergency preparedness and response capabilities and actual response to an emerging pest and disease outbreak)

APHIS has incomplete baseline data for these measures. When baselines are established in 12 to 18 months, targets will be set.

..... Goal 3

Effectively manage plant and animal pests and diseases and wildlife damage which pose risks to agriculture, natural resources, or public health.

■ Objective 3.1

Wildlife Services Operations—To provide Federal leadership in managing problems caused by wildlife. To reduce damage caused by wildlife to lowest possible levels while, at the same time, reducing wildlife mortality.

■ Objective 3.2

Aquaculture—To assist the aquaculture industry in improving the health of aquatic livestock, and to facilitate the movement of aquatic animals in international commerce. To reduce bird damage to aquaculture while ensuring the continued viability of migratory bird species.

■ Objective 3.3

Biological Control—To implement biological control technologies to control pests of economic importance in a cooperative effort with our customers. To promote, facilitate, and provide leadership for biological control and integrated pest management.

■ Objective 3.4

Boll weevil—To eradicate boll weevil from all cotton growing areas in the U.S. and northern Mexico by the year 2003, in cooperation with States, the cotton industry, and Mexico.

■ Objective 3.5

Brucellosis—To continue brucellosis eradication procedures in domestic cattle, swine, and bison for at least 5 to 10 years after eradication of the disease from all States, to eliminate any disease sources found and prove to the international community that the disease has been eradicated.

■ Objective 3.6

Golden Nematode—To prevent the spread of golden nematode to uninfested areas and to cooperate with States and industry to manage the pest and conduct surveys.

■ Objective 3.7

Gypsy Moth—To prevent the introduction and establishment of gypsy moth in areas that are currently uninfested.

■ Objective 3.8

Miscellaneous Plant Pests—To maintain infrastructure flexibility to deal with a range of plant pest infestations as they arise.

■ Objective 3.9

Noxious Weeds—To detect and delimit incipient infestations of exotic weed species, and to support weed management initiatives for those species which may cause damage to agriculture and native habitats.

■ Objective 3.10

Pink Bollworm—To prevent infestations in the San Joaquin Valley of California, and provide risk-based, area-wide management of Pink Bollworm cooperatively with industry.

■ Objective 3.11

Pseudorabies—To eradicate pseudorabies from the swine population of the U.S.

■ Objective 3.12

Scrapie—To control and ultimately eradicate scrapie from the U.S.

■ Objective 3.13

Sweet Potato White Fly—To control the sweet potato white fly.

■ Objective 3.14

Tuberculosis—To eradicate tuberculosis from the bovine population of the U.S. by the year 2002.

■ Objective 3.15

Witchweed—To eradicate witchweed from the U.S. and to maintain survey activities to substantiate that eradication has been accomplished.

Strategies for Achieving the Objectives

- Conduct cooperative survey, regulatory and control activities to manage or eliminate a range of animal and plant pests and diseases in the U.S.
- Identify, demonstrate and apply appropriate methods to manage problems caused by wildlife.

Performance Measures

- Progress in eradicating boll weevil, witchweed, pseudorabies, scrapie, tuberculosis and brucellosis
- Progress in slowing or reducing the spread of noxious weeds and the movement of golden nematode, Japanese beetle, pine shoot beetle, Asian long-horned beetle and pink bollworm
- Number and value of livestock, aquatic animals, crops, property, range and forest areas, and endangered or threatened species protected from wildlife damage
- Customer satisfaction (e.g., satisfaction of customers with wildlife services; satisfaction of stakeholders with progress of eradication and control programs)

APHIS has incomplete baseline data for these measures. When baselines are established in 12 to 18 months, targets will be set.

.....

Goal 4

Ensure the humane care and treatment of animals covered under the Animal Welfare Act and the Horse Protection Act.

■ Objective 4.1

Animal Welfare—To ensure high levels of compliance with the humane care and treatment standards for all warm-blooded animals covered by the Animal Welfare Act and used for research or exhibition purposes, sold as pets, or transported in commerce.

■ Objective 4.2

Horse Protection—To prevent the soring of horses.

Strategies for Achieving the Objective

- Establish standards for the humane care and treatment of animals covered by the Animal Welfare Act and the Horse Protection Act.
- Inspect certain establishments, based on risk, that handle animals intended for research, exhibition or sale as pets.
- Monitor industry inspection activities at certain horse shows.
- Educate regulated entities and individuals to encourage compliance.

Performance Measures

- Percentage of facilities in compliance
- Percentage of animals affected by noncompliance
- Average number of days until a case is resolved
- Percentage of employee participation in an Inspection Quality Program
- Number and percentage of horses inspected that exhibit abnormalities of the front feet
- Customer satisfaction (e.g., satisfaction of regulated industry with services provided)

APHIS has incomplete baseline data for these measures. When baselines are established in 12 to 18 months, targets will be set.

.....

Goal 5

Facilitate the development of safe and effective veterinary biologics, biotechnology-derived products, and other scientific methods for the benefit of agricultural producers and consumers and to protect the health of American agriculture.

■ Objective 5.1

Wildlife Services Methods Development—To provide increased methods for wildlife damage management which are effective, biologically sound, and socially acceptable.

■ Objective 5.2

Biotechnology—To facilitate the development of significant biotechnology-derived products for the benefit of agricultural producers and consumers.

Environmental Protection—To achieve cost-effective compliance with environmental analysis and reporting requirements and institutionalize in agency programs a solid environmental ethic.

■ Objective 5.3

Integrated Systems Acquisition Project—To obtain, implement, and facilitate the use of the necessary information technology infrastructure that will advance the accomplishments of APHIS' goals.

■ Objective 5.4

Plant Methods Development Laboratories—To develop and transfer biologically sound plant pest exclusion, detection, suppression, and control technologies and systems for APHIS and its stakeholders.

■ Objective 5.5

Veterinary Biologics—To protect animal health by ensuring the purity, potency, safety, and efficacy of veterinary biological products.

■ Objective 5.6

Veterinary Diagnostics—To provide laboratory diagnostic services, products, and training to support animal health and animal disease surveillance, prevention, control, and eradication programs.

Strategies for Achieving the Objectives

- Regulate the introduction, interstate movement and release into the environment of potentially harmful products of biotechnology.
- Regulate the production and distribution of veterinary biological products.
- Conduct diagnostic laboratory activities to support cooperative animal health programs.
- Develop control methods and other tools to support cooperative animal and plant health and wildlife management programs.
- Implement an information technology infrastructure to support APHIS and cooperator programs.

Performance Measures

- Safe movement and testing of biotechnology products
- Public confidence in the safety and efficacy of veterinary biologics
- Degree to which pests are detected, managed and excluded using methods developed by Plant Protection Centers
- Number of improved or expanded methods from other laboratories
- Validation of lab services against international standards
- Customer satisfaction (e.g., satisfaction of regulated industry with services provided; satisfaction of program managers with methods developed)

APHIS has incomplete baseline data for these measures. When baselines are established in 12 to 18 months, targets will be set.

Management Initiatives

APHIS, like all public agencies in the 1990s, faces the challenge of fulfilling its mission and its program goals in a rapidly changing environment. In 1995, APHIS confronted these forces of change through an inclusive, “future search” process. The result was a restatement of the APHIS mission; a statement, for the first time, of the APHIS vision; and the development of a set of strategies—a “change agenda”—through which APHIS employees will adopt ways to improve results and service and to improve program efficiency.

■ Management Initiative 1

Improve Results and Service—APHIS will achieve the results that our customers and stakeholders need while providing the service that they expect.

Some of the tasks involved in this initiative directly support outcomes that are addressed in our strategic goals (e.g., Global Interests in Goal 1 and Environmental Responsibility in Goal 5). Other tasks are aimed primarily at making the APHIS work environment more conducive for high-quality, innovative, customer-focused work.

Strategies for Achieving the Management Initiative

- Global Interests—APHIS will provide necessary protection to U.S. agriculture while facilitating fair and safe international trade through efforts to increase employee and stakeholder awareness of and collaboration in application of SPS principles, strengthen decision-making systems, and ensure effective participation in standard-setting activities.
- Environmental Responsibility—APHIS will strengthen systems and employee awareness to ensure that APHIS program outcomes will have a positive effect upon the environment.
- Innovative Regulatory Systems—APHIS will use innovative approaches that achieve program objectives at the lowest costs and that provide new incentives for customer compliance.
- Customer Service—Systems improvements and training opportunities will enable employees to listen to what customers want and expect, and act on that information to improve program services.
- Science and Technology—APHIS will acquire and apply the best scientific and technological expertise and appropriate technologies and information management systems to ensure timely and scientifically sound decision-making.
- Continual Learning and Shared Leadership—APHIS will develop and sustain an environment that encourages continuous self and organizational improvement, and encourages employees at all levels to embrace and lead change.
- Workforce Diversity—APHIS will provide workforce diversity training to all employees, and develop a comprehensive human resources system that addresses under-representation and a diverse, team-based organization.

■ Management Initiative 2

Improve Program Efficiency—APHIS will be an Agency that not only achieves results and improves service, but does so efficiently and equitably.

Strategies for Achieving the Management Initiative

- Regional Consolidation—The number of APHIS regional locations will decrease from 13 to 2 by fiscal year 2001. Regional hubs will be located close to some of the Agency's main scientific services. APHIS will continue to collocate and/or consolidate operations at other field offices, including State offices, where it is feasible.
- Streamlining—APHIS streamlining will be focused on reducing supervisory and administrative jobs so that a higher percentage of Agency resources are directed toward service delivery. The ratio of employees to supervisors will increase to 10:1.
- Alternative Funding Sources—APHIS intends to actively pursue the use of sources of funding other than Congressional appropriations, with the goal of ensuring, within reason, that the users of APHIS' services accept more financial responsibility for the benefits that they receive.

Linkage of Goals to Annual Performance Plan

The five general goals of the APHIS strategic plan correspond to the five functional components of our budget (Pest and Disease Exclusion, Plant and Animal Health Monitoring, Pest and Disease Management, Animal Care, and Scientific and Technical Services). Similarly, the objectives listed under each goal correspond directly to funded line programs under each functional component. In its annual performance plan, APHIS is developing a set of annual performance targets for each goal of its strategic plan. For many of APHIS' pest and disease eradication goals and objectives, the annual performance targets describe a progression leading to the long-term eradication objectives of the strategic plan. For other, more difficult-to-measure goals, further efforts are underway to quantify performance baselines. Once the performance baselines have been established, it will be possible for APHIS to set targets for the goals of the strategic plan and then link them more fully to the performance plans.

In the annual performance plan, APHIS expects to use most of the performance measures used in this strategic plan. However, additional or different measures may be used in any given year to report on priority concerns related to the goal or to make use of new data that has become available.

The annual performance plan will be used to help direct resources in implementing key strategies and to help identify specific efforts needed to achieve APHIS goals and objectives. Each annual plan will include estimated staff years and program costs required to achieve the APHIS goals.

Upon completion of the fiscal year for which the annual performance plan was prepared, a report to Congress will be made defining achievement of the goals.

Resources Needed

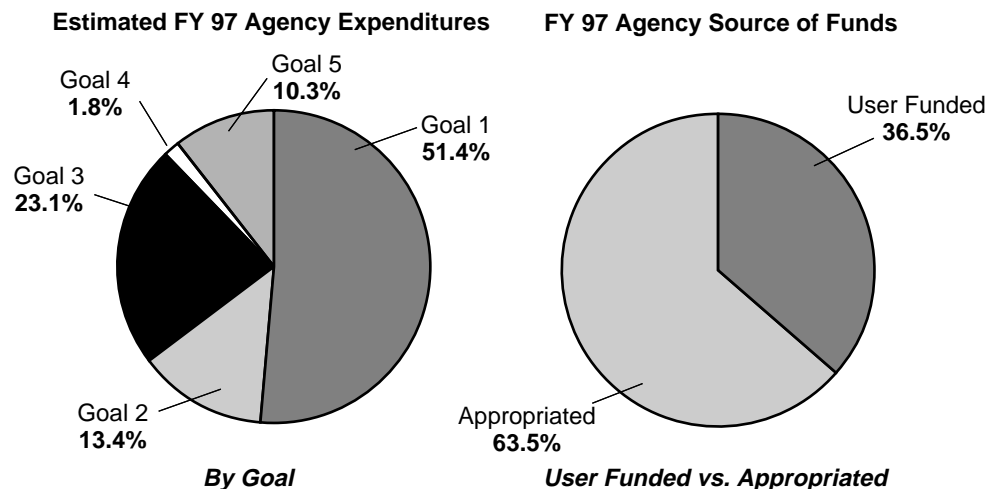
In fiscal year 1997, APHIS is operating with \$434.9 million appropriated by Congress. APHIS operates as much as feasible with user-funded sources of funding, to ensure, within reason, that the costs for APHIS' protection services are fairly shared by those who use those services, or by those whose activities necessitate APHIS interventions to protect American agriculture. Of the amount appropriated by Congress, \$98 million is designated for Agricultural Quarantine Inspection (AQI) activities in which user fees are paid by international travelers and cargo companies. The agency plans to spend an additional \$37.3 million from AQI user fee collections (over the \$98 million appropriation) and from the AQI reserve account. In addition, APHIS estimates that it will collect and spend an additional \$48.7 million for Wildlife Services reimbursable activities, import-export and veterinary diagnostic user fees, reimbursable overtime, issuance of phytosanitary certificates, and miscellaneous contributed funds.

APHIS has personnel working across the country and in many foreign countries. In FY 1997, APHIS' estimated staff year level for appropriated programs is 3,750. The Agency will devote another 2,140 staff years to the AQI user fee program in FY 1997. There are another 554 staff years paid by Wildlife Services reimbursable activities, import-export and veterinary diagnostic user fees, reimbursable overtime, fees paid for issuance of phytosanitary certificates, and miscellaneous contributed funds.

To achieve its goals, APHIS must enhance the capabilities of our cadre of scientists and technicians with continual training and state-of-the-art information technology to analyze risk, develop new pest and disease identification and inspection techniques, and negotiate international plant and animal health standards. To meet the quickly changing environment of agricultural production and marketing threats, APHIS must have built-in flexibility to rapidly shift its resources between various components of its protection system.

The first graph represents the 1997 estimated allocation of agency resources by goal and the second shows the 1997 estimated source of funds:

1997 Estimated Allocation of Agency Resources by Goal and Source of Funds



Program Evaluation

Strategic planning in APHIS is part of the Agency's cycle of long- and short-range planning, budgeting and program evaluation. Each program has its own set of ongoing, or formative, evaluation activities in place to identify strengths and weaknesses, and these evaluations are used by the program managers to develop new performance goals and strategies. These evaluations include station reviews, port reviews, program reviews, customer and stakeholder needs assessments, and the results of public hearings, meetings and symposia on current scientific issues. In addition, as part of its annual performance planning cycle, APHIS is developing performance monitoring systems which will be refined over the next several years, so that program managers can routinely evaluate program effectiveness.

Over the next 5 years, APHIS also plans to move forward on three major evaluation processes to assess how well APHIS goals and objectives are being achieved. APHIS will be developing a major effort to quantify the economic impacts of its protection efforts. APHIS is also developing an ongoing quality assurance program for its scientific methods and diagnostic laboratories. The Agency is also strengthening its formal port review and State program review system within its operational units. These three evaluation initiatives are considered a high priority by many managers in APHIS, and they will strengthen our ability to achieve our mission.

Role of External Entities

APHIS has prepared this strategic plan as a result of consultation with a broad range of groups at its various program levels. It has, however, utilized only internal resources to develop this plan. It has used no paid outside consulting or other assistance to conduct this work.

Grain Inspection, Packers and Stockyards Administration (GIPSA) Strategic Plan

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Introduction

The Grain Inspection, Packers and Stockyards Administration (GIPSA) facilitates the marketing of livestock, poultry, meat, cereals, oilseeds, and related agricultural products, and promotes fair and competitive trading practices for the overall benefit of consumers and American agriculture. With its sister agencies in the U.S. Department of Agriculture's (USDA) Marketing and Regulatory Programs (MRP) mission area, GIPSA is working to ensure a productive and competitive global marketplace for U.S. agricultural products.

GIPSA's mission is carried out in two different segments of American agriculture. The packers and stockyards program, as represented in Goal 1 of this strategic plan, promotes fair, open, and competitive markets in the livestock, meat, and poultry segments of American agriculture. This program is authorized by the Packers and Stockyards Act of 1921, as amended (PSA). The grain inspection and weighing program provides the U.S. grain market with Federal quality standards and a uniform system for applying them. The grain program, as represented in Goal 2, is carried out under the authority of the United States Grain Standards Act (USGSA) and the Agricultural Marketing Act of 1946 (AMA). It is predominantly user-fee funded and accounts for approximately 60 percent of GIPSA's total funding.

GIPSA helps promote fair business practices and an open, competitive environment for the marketing of livestock, meat, and poultry. Through its oversight activities, including investigations, audits, and monitoring programs, GIPSA works to foster fair and open competition, provide payment protection, and guard against deceptive and fraudulent practices affecting the movement and price of meat animals and their products. GIPSA's work in this area is directed at protecting consumers and members of the livestock, meat, and poultry industries.

U.S. grain flows from farm to elevator to destinations around the world. To facilitate the trading of U.S. grain, GIPSA establishes official U.S. grading standards for grains, oilseeds, rice, lentils, dry peas, and a variety of edible beans. These official U.S. grades and standards simplify numerous attributes into a single descriptive term, thereby reducing transaction costs, increasing market efficiency, facilitating consumer choice, and providing a means for dissemination of readily understandable market information. Because of their importance in facilitating the trading of U.S. grain, these standards cannot remain static. GIPSA continuously reviews and revises the standards to ensure their relevance to American agriculture and to meet the needs of a quality-conscious global marketplace. The standards, along with supporting methodologies and procedures, are applied uniformly within the official grain inspection and weighing system. This system—a unique public-private partnership that includes Federal, State, and private laboratories—provides cost-effective and responsive official inspection and weighing services to the domestic and export trade. Overall, GIPSA provides American agriculture—farmers, handlers, processors, and exporters alike—with the services and information they need to effectively market U.S. grain. Through its programs and services, GIPSA protects and promotes the domestic and global marketing of America's grain.

To minimize duplication of efforts, GIPSA has closely coordinated its strategic plan with its sister MRP agencies, the Animal and Plant Health Inspection Service (APHIS) and the Agricultural Marketing Service (AMS). GIPSA also coordinates its program activities with a number of government entities. Within USDA, GIPSA works with APHIS and AMS on marketing issues; the Foreign Agricultural Service on international trade issues and programs; the Agricultural Research Service and the Economic Research Service for research support; and the Office of the Inspector General on investigative matters. Further, GIPSA cooperates with various non-USDA entities, including the Food and Drug Administration on food safety issues; the

Environmental Protection Agency on pesticide residue programs; and the Department of Justice and the Commodity Futures Trading Commission, on investigative matters.

Key External Factors

GIPSA must effectively respond to the fluid and dynamic business environments in which the grain and livestock industries operate. Like many segments of American agriculture, these industries are experiencing rapid changes such as mergers, acquisitions, vertical integration, and increasingly automated operations. The changes are shaping how GIPSA operates.

GIPSA plays a critically important role in facilitating the marketing of U.S. agricultural products domestically and abroad. The Agency's overall efficacy is influenced not only by a commitment to organizational effectiveness and efficiency, but it is also governed by a variety of external forces, ranging from supply and demand fluctuations and mergers in the livestock, meat, and poultry markets to market prices, crop quality and quantity, and international trade influences in the grain sector.

New technology and increasingly sophisticated buyers (both domestic and international) are creating new opportunities for products and services and for opening new markets. Emerging technologies are also continuously changing the way businesses operate, as well as the tools and procedures needed to provide service and monitor compliance with the PSA, USGSA, and AMA.

Mission

GIPSA facilitates the marketing of livestock, poultry, meat, cereals, oilseeds, and related agricultural products and promotes fair and competitive trading practices for the overall benefit of consumers and American agriculture.

Goals

In accordance with the many factors that influence how GIPSA does business, GIPSA has established two goals and supporting objectives which set the strategic direction of the Agency's work.

..... Goal 1

Ensure a fair, open and competitive marketing environment for livestock, meat, and poultry.

This goal supports USDA's Goal 1 to expand economic and trade opportunities for agricultural producers and other rural residents. The goal also supports MRP's Goal 1 to enhance consumer access to safe, affordable, and quality products and producer access to fair and competitive markets by developing and implementing, at a national and international level, appropriate marketing standards and plant and animal health measures.

■ Objective 1.1

Monitor, investigate, and analyze the livestock, meat, and poultry industries to determine if firms are engaging in any practice with the intent or with the effect of limiting or restricting competition. Initiate appropriate corrective action if evidence of anticompetitive practices is disclosed.

Time Frame for Completion

Ongoing throughout fiscal years 1997-2002.

Strategies for Achieving the Objective

- Monitor and analyze new and evolving procurement and sales practices to prevent anti-competitive behavior.
- Investigate practices that may limit or restrict competition.

Performance Measures

- Percentage of violations corrected within 1 year of investigation's starting date

Baseline: To be developed in 1998.

Target: Appropriate incremental increases will be established for 1999 - 2002.

- Assess the industry impact and dollar value to producers from deterring and correcting anti-competitive practices.

Baseline: To be developed in 1998.

Target: Appropriate incremental increases will be established for 1999 - 2002.

■ Objective 1.2

Identify and correct unfair, deceptive, or discriminatory trade practices in the livestock, meat, and poultry industries.

Time Frame for Completion

Ongoing throughout fiscal years 1997-2002.

Strategies for Achieving the Objective

- Investigate trade practices of packers, live poultry dealers, livestock dealers, and market agencies to detect fraudulent, discriminatory, or unfair practices.
- Ensure weighing and accounting procedures for the purchase and sale of livestock, meat, and poultry are accurate.

Performance Measures

- Percentage of violations corrected within 1 year of investigation's starting date.

Baseline: To be developed in 1998.

Target: Appropriate incremental increases will be established for 1999-2002.

- Assess the dollar value to producers resulting from preventing and correcting unfair trade practices.

Baseline: To be developed in 1998.

Target: Appropriate incremental increases will be established for 1999-2002.

■ Objective 1.3

Provide financial protection to livestock and poultry producers by ensuring subject firms and individuals comply with the payment, custodial, trust, bonding, and financial provisions of the PSA.

Time Frame for Completion

Ongoing throughout fiscal years 1997–2002.

Strategies for Achieving the Objective

- Investigate financial conditions and payment practices of market agencies, dealers, packers, and live poultry dealers.
- Maintain the integrity of the statutory trust for cash sellers of livestock and poultry.
- Maintain the integrity of custodial accounts established for the benefit of livestock sellers.
- Obtain adequate surety bonds from market agencies, dealers, and packers.

Performance Measures

- Percentage of violations corrected within 1 year of investigation's starting date.
Baseline: To be developed in 1998.
Target: Appropriate incremental increases will be established for 1999–2002.
- Assess the dollar value to producers resulting from preventing and correcting financial violations.
Baseline: To be developed in 1998.
Target: Appropriate incremental increases will be established for 1999–2002.

..... Goal 2

Promote and protect the integrity of the domestic and global marketing of U.S. grain for the benefit of American agriculture.

This goal supports USDA's Goal 1 to expand economic and trade opportunities for agricultural producers and other rural residents. The goal also supports Goals 1, 2, and 4 regarding agricultural standards, global marketing, and cost-effective services, respectively, of MRP's Strategic Plan.

■ Objective 2.1

Increase the efficiency of U.S. grain marketing by harnessing technology to streamline grain inspection and weighing processes and providing objective measures of grain quality, quantity, and end-use value.

The efficiency of the market is best measured by the transaction cost for the buying and selling of grain. By having reliable grades and standards and a national inspection system to apply them, buyers and sellers can quickly and easily communicate what they want to buy or sell, thus avoiding the need for detailed contractual speci-

cations and lengthy disputes over whether the quality shipped meets the quality ordered. However, measuring transaction costs is impractical. Consequently, GIPSA will measure the efficiency at which it provides inspection and weighing services and will measure how effectively it introduces new testing technology to better measure grain quality characteristics.

Time Frame for Completion

Ongoing throughout fiscal years 1997–2002.

Strategies for Achieving the Objective

- Streamline grain inspection, weighing, and handling processes to increase efficiency.
- Develop objective measures of end-use quality for emerging crops and related value-added products.

Performance Measures

- Percentage of export facilities equipped with automated grain inspection systems.

Baseline: 0 facilities equipped with automated inspection systems.

Target: 10% of facilities equipped with automated inspection systems.

- Difference between end-use quality information needed and available measurement methods.

Baseline: To be developed.

Target: Reduce gap.

■ Objective 2.2

Enhance the uniformity of grain quantity and quality measurements to promote a more standardized framework for trade in the U.S. grain marketing system.

Standardization of grain quality and quantity measurement improves market efficiency. Likewise, the use of grades and standards improves market efficiency if the grades and standards communicate the quality characteristics relevant to the market. GIPSA directly controls the standardization of the official inspection system and influences the standardization of the commercial market. Measuring the use of grades and standards by the commercial market is impractical, since nearly all those buying or selling grain use the grades and standards to one degree or another. GIPSA will limit its measurement to the accuracy of the official inspection system and adequacy of grades and standards.

Time Frame for Completion

Ongoing throughout fiscal years 1997–2002.

Strategies for Achieving the Objective

- Facilitate trade by setting official standards that provide a common language for the trading of U.S. grain domestically and in international markets.
- Maintain and enhance the standardization of the U.S. grain marketing system through uniform application of official standards, methods, and procedures.
- Foster adoption/understanding of U.S. standards, methods, and procedures in international and domestic markets.

Performance Measures

- Percentage of inspection results within statistical control limits.
Baseline: To be developed.
Target: Improve over baseline.
- Grades and standards reflect market needs.
Baseline: To be developed based on customer surveys.
Target: Improve over baseline.

■ Objective 2.3

Provide all segments of American agriculture with cost-effective and responsive official grain inspection and weighing services.

Time Frame for Completion

Ongoing throughout fiscal years 1997–2002.

Strategies for Achieving the Objective

- Provide mandatory inspection and weighing services on U.S. grain exports at export port locations.
- Provide, upon request, official inspection and weighing services on U.S. rice, commodities, and grain traded in domestic commerce.

Performance Measures

- Maintain cost of official export grain inspection and weighing service per metric ton.
Baseline: 5-year average.
Target: Maintain baseline.
- Improve customer satisfaction ratings.
Baseline: Average rating based on survey.
Target: Improve baseline.
- Percentage of U.S. grain production officially inspected.
Baseline: 5-year average.
Target: Maintain baseline.

■ Objective 2.4

Protect the integrity of U.S. grain marketing by regulating grain weighing and handling practices, and regulating the providers of official grain inspection and weighing services.

Time Frame for Completion

Ongoing throughout fiscal years 1997–2002.

Strategies for Achieving the Objective

- Maintain the integrity of the Official Grain Inspection and Weighing System.
- Maintain the integrity of the U.S. grain marketing system.

Performance Measures

- Number of complaints due to improper weighing or grain handling practices.
Baseline: To be developed in fiscal year 1998.
Target: To be developed in fiscal year 1999.
- Number of complaints due to improper official grain inspection service.
Baseline: To be developed in fiscal year 1998.
Target: To be developed in fiscal year 1999.

Management Initiatives

In response to structural changes in the livestock and poultry industries, an evaluation report by the Office of Inspector General suggested that GIPSA restructure its packers and stockyards program to more effectively respond to issues related to industry structure and competition. GIPSA has submitted a proposed restructuring plan with a projected cost.

To achieve its general goals and objectives, GIPSA must also look within at its own management initiatives and relationships. Of critical importance to GIPSA is the Agency's contractual agreement with the MRP Customer Service Team which provides administrative, financial, and personnel support.

GIPSA has established one management initiative.

GIPSA

■ Management Initiative 1

Maintain a work environment that supports cultural diversity, civil rights, and continuous improvement.

This management initiative supports USDA's Management Initiative 1 to ensure that all customers and employees are treated fairly and equitably, with dignity and respect. It also supports MRP's Management Initiative 3 to create and maintain a diverse and highly skilled team that delivers services to its customers with integrity and in a supportive work environment.

Time Frame for Completion

Ongoing throughout fiscal years 1997-2002.

Strategies for Achieving the Management Initiative

This initiative will provide a comprehensive management process to develop a working environment where all employees are supported to reach their full potential. Consistent with the recommendations of the Secretary's Civil Rights Action Team, the Agency's workforce diversity objectives include, among others, providing workforce diversity training (awareness and skill building) to all GIPSA employees, and developing a diverse, team-based organization.

Performance Measures

- Annual assessments of the Agency's progress in achieving affirmative employment goals.
Baseline: Current assessment.
Target: Improve over baseline.

Linkage of Goals to Annual Performance Plan

In the annual performance plan, GIPSA expects to use most of the performance measures used in this strategic plan. However, additional or different measures may be used in any given year to report on priority concerns related to the goal or to make use of new data that has become available.

The annual performance plan will be used to help direct resources in implementing key strategies and to help identify specific efforts needed to achieve GIPSA goals and objectives. Each annual plan will include estimated staff years and program costs required to achieve the GIPSA goals.

Upon completion of the fiscal year for which the annual performance plan was prepared, a report to congress will be made defining achievement of the goals.

Goal 1 is linked to the following budget program activity: Packers and Stockyards Program. Goal 2 is linked to the Grain Inspection Program which is composed of four key activities: Methods Development, Standardization, Compliance, and Grain Inspection and Weighing.

Resources Needed

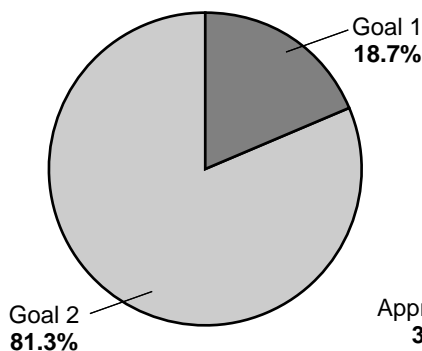
GIPSA's ability to achieve Goal 1 will depend on approval and adequate funding to restructure the packers and stockyards program's headquarters and field structures and to expand the Agency's economic, legal, and computer expertise to address industry structure and competition issues.

GIPSA's ability to achieve Goal 2 hinges on the availability of adequate revenue generated by user fees to cover operating costs and appropriated funding at current levels.

The graphs below represent the allocation of Agency resources by general goal and funding source.

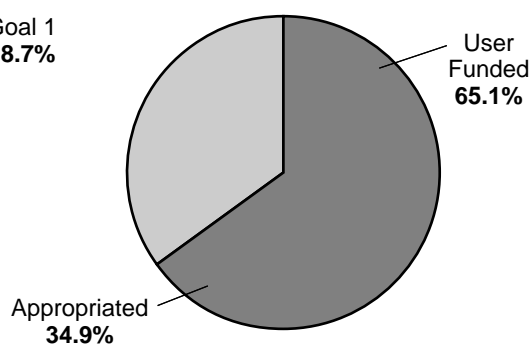
Allocation of Agency Resources by General Goal and Funding Source

Estimated FY 97 Agency Expenditures



By Goal:

FY 97 Agency Source of Funds



User Funded vs. Appropriated

Program Evaluation

The Office of the Inspector General's evaluation report, "Evaluation of Agency Efforts to Monitor and Investigate Anti-Competitive Practices in the Meat Packing Industry," played an important role in the development of Goal 1, Objective 1.1 of this strategic plan. Although GIPSA has no immediate plans for additional evaluations, the Agency will request another third-party evaluation once the restructured packers and stockyards program is operational.

In the formulation of the Agency's strategic plan, GIPSA also relied upon a Council for Agricultural Science and Technology report of the quality of U.S. agricultural products which, in part, evaluated USDA-established grades and standards. In the future, GIPSA will continue to evaluate whether its grades and standards reflect customers' needs.

Furthermore, customer, supplier, stakeholder, and employee input was essential in the preparation of GIPSA's strategic plan and will be used for ongoing evaluations. Further, GIPSA's business operation will include:

- Tracking performance measures to assess progress and formulate budget requests.
- Surveying customers to assess service delivery.
- Reviewing the strategic plan annually and revising, as necessary.

Role of External Entities

GIPSA has prepared this strategic plan as a result of consultation with employees and a broad range of customers, as well as the Senate Agriculture Committee, General Accounting Office, and Office of Management and Budget. In the early developmental stages of this strategic plan, a team of GIPSA employees met for several days to prepare a rough draft of the Agency's strategic plan. A non-Federal consultant facilitated the team's discussions. No external consultants or contractors were used in the further development and refinement of this strategic plan.

